

27 Aug 01

DEPARTMENT OF THE AIR FORCE  
Aerospace Basic Course (AETC)  
Maxwell Air Force Base, Alabama 36112

LESSON PLAN

**A1440, DELIBERATE AND CRISIS ACTION PLANNING**

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**RECORD OF CHANGES**

<b>CHANGE NUMBER</b>	<b>REMARKS</b>
New Lesson Plan	Supercedes ABC lesson 1315 dated 7 Aug 00

**SUMMARY OF CHANGES**



## **EDUCATIONAL GOALS**

A1000 Area Objective: Apply aerospace power capabilities and officership principles to warfighting.

A1400 Phase Objective: Comprehend how Joint operations are planned and executed at the strategic and theater/operational levels.

### **A1440 - DELIBERATE AND CRISIS ACTION PLANNING**

**Lesson Objective 1:** Know the Deliberate Planning and Crisis Action Planning processes of the Joint Operation Planning and Execution System (JOPES).

#### **Samples of Behavior:**

(R/S) 1.1 - Describe the Deliberate Planning process.

(R/S) 1.2 - Describe the Crisis Action Planning process.

**Lesson Objective 2:** Know the relationship between Deliberate Planning and Crisis Action Planning.

#### **Samples of Behavior:**

(R/S) 2.1 - Explain similarities and differences between Deliberate Planning and Crisis Action Planning.

(R/S) 2.2 - Explain interactions between Deliberate Planning and Crisis Action Planning.

**Lesson Description:** This lesson covers how the United States plans military operations at the strategic and theater/operational levels. The lesson focuses on the two basic planning processes within the Joint Operation Planning and Execution System (JOPES): Deliberate Planning and Crisis Action Planning. Additionally, this lesson covers the differences and similarities of the two planning processes, and how they interact.

**Prerequisites:** A1430, Joint Planning Systems

**Preparation:** Read A1440, Deliberate and Crisis Action Planning.

**Optional:** N/A

**Rationale/Linkage:** This lesson belongs to the A1400 Phase of instruction, which primarily focuses on Joint warfighting at the strategic and theater/operational levels. At the strategic level, the United States employs its Armed Forces as a Joint team to achieve national objectives. At the theater/operational level, this Joint team is organized into Unified Commands. Each Unified Command is commanded by a Commander-in-Chief (CINC). This lesson explains how the CINCs prepare for Joint operations: The Chairman of the Joint Chiefs of Staff plans for Joint operations at the strategic level, and passes down instructions for the CINCs to plan for Joint operations at the CINCs' theater/operational level. This lesson covers the two main planning systems of the Joint Operation Planning and Execution System (JOPES) that the CINCs use to prepare for operations: The Deliberate Planning system and the Crisis Action Planning System.



## INSTRUCTIONAL PLAN

1. **TITLE AND LENGTH OF SEMINAR:** Deliberate and Crisis Action Planning (1:00)
2. **RELATION TO OTHER INSTRUCTION:** This lesson belongs to the A1400 Phase of instruction, which primarily focuses on Joint warfighting at the strategic and theater/operational levels. At the strategic level, the United States employs its Armed Forces as a Joint team to achieve national objectives. At the theater/operational level, this Joint team is organized into Unified Commands. Each Unified Command is commanded by a Commander-in-Chief (CINC). This lesson explains how the CINCs prepare for Joint operations: The Chairman of the Joint Chiefs of Staff plans for Joint operations at the strategic level, and passes down instructions for the CINCs to plan for Joint operations at the CINCs' theater/operational level. This lesson covers the two main planning systems of the Joint Operation Planning and Execution System (JOPEs) that the CINCs use to prepare for operations: The Deliberate Planning system and the Crisis Action Planning System.

3. **GENERAL METHOD OF INSTRUCTION:**

- a. **Presentation Method:** Informal lecture

- b. **Time Outline:**

Segment Time	Total Time	Description
0:05	(0:05)	Introduction
0:35	(0:40)	MP I: Deliberate Planning and Crisis Action Planning
0:15	(0:55)	MP II: Relationship between Deliberate Planning and Crisis Action Planning
0:05	(1:00)	Conclusion

- c. **Instructor Preparation:**

- Review the lesson plan.
- Read A1440, Deliberate and Crisis Action Planning.
- Read AFDD 2, pp. 25-31.

- Read Joint Pub 5-0, pp. I-9 to I-13 and III-1 to III-17.
- Read Armed Forces Staff College Pub 1, Chapter 6 (pp. 1-30) and Chapter 7 (pp. 1-11).

**d. Instructional Aids/Handouts:**

- Slides

**e. Student Preparation:**

- Read A1440, Deliberate and Crisis Action Planning.

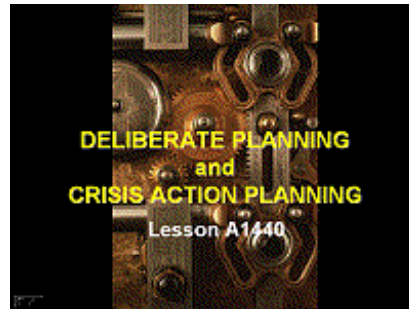
**f. Strategy:** This lesson is an informal lecture. In the motivation step, emphasize that this lesson helps students understand how military planners prepare for and respond to crises, and how commanders turn plans into executable Operation Orders (OPORDs). The “overview” slide outlines the main points of the informal lecture. The “purpose” slide helps reinforce the motivation step. The first main point describes Deliberate Planning and Crisis Action Planning. The second main point covers how the two systems interact with each other. Since this lesson is an informal lecture, remind students to feel free to ask questions throughout--and feel free to ask students questions, too. The lesson plan includes several questions to pose to the students. Keep the students engaged, but remember that the students are not experienced enough in this topic for the guided discussion format to work effectively for this lesson.

**g. References:** N/A

#### 4. DETAILS OF INSTRUCTION:

##### a. Introduction: 0:05 (0:05)

[SLIDE]



##### 1) //Attention//

Have you heard the news? China couldn't resist any longer: The Chinese thought that now would be the best time to act, now that our crippled EP-3 has finally been shipped back to the States. The Chinese have massed their forces for a strike against Taiwan, and announced that if Taiwan doesn't agree to immediate reunification, the war begins tomorrow! So, President Bush has cancelled all leaves and mobilized the military to come to Taiwan's defense.

##### 2) //Motivation//

Fortunately, the scenario I described isn't happening--just yet. But it could happen--any day! We must all seriously consider the possibility of having to go to war, because we are professional warriors--and you civilians are more than just taxpayers, you are employed by the United States Air Force. So, it's important for you to understand how military planners prepare for and respond to crises, and how commanders turn plans into executable Operation Orders, or "OPORDs."

[SLIDE]





We finished Lesson A1430, Joint Planning Systems, by saying we were ready to begin campaign planning. This lesson will pick up at that point and discuss the two types of campaign planning; Deliberate Planning and Crisis Action Planning.

Hopefully, what you learn today will help you do a more effective job when you have to develop a plan or execute an OPOD. Deliberate Planning provides war planners with initial plans to pull off the shelf when needed in a crisis. However, these plans aren't executable as written. If something unexpected occurs or if the scenario used to develop the Deliberate Plan changes, planners must make adjustments using Crisis Action Planning. You should see that the products of each planning system become the sources we use to execute the National Military Strategy.

### 3) //Overview//

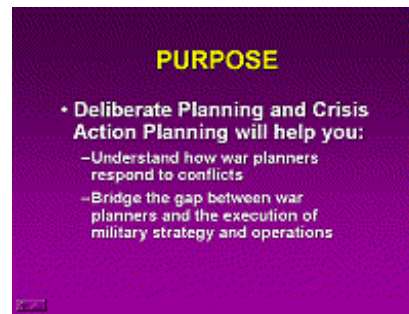
[SLIDE]



Today, we will discuss both Deliberate Planning and Crisis Action Planning. Both are planning systems used in the Joint arena and are part of the Joint Operation Planning and Execution System, or "JOPES." First, we'll review the two systems, discussing information straight out of your reading from last night. Then, we'll discuss how the two systems are similar, how they differ, and how they relate to one another.

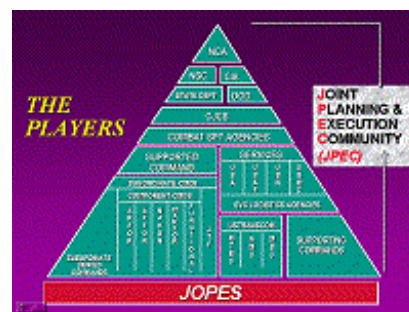
#### **b. MP I: Deliberate Planning and Crisis Action Planning: 0:35 (0:40)**

[SLIDE]



We'll discuss planning today so you understand how the Joint force prepares for war at the strategic and theater/operational levels. By focusing on established plans, each Service trains and equips its forces for the most likely scenarios we will face at some time in the future. Our plans bridge the gap between war planners and the actual execution of military operations.

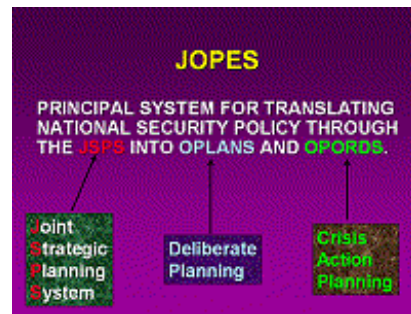
[SLIDE]



*{INSTRUCTOR NOTE: Do not discuss this slide in detail, merely use it to illustrate how many players are involved in the planning process before you begin using JOPES.}*

Here's a look at the Joint Planning and Execution Community, or "JPEC." Notice how JOPES provides the foundation for the entire JPEC. Since we've already discussed JOPES in lesson A1430, we'll focus on how it fits in with Deliberate and Crisis Action Planning.

[SLIDE]



**LEAD OFF QUESTION (LOQ): WHAT DOCUMENT DIRECTS COMBATANT COMMANDERS (CINCS) TO ACCOMPLISH DELIBERATE PLANNING?**

**AR:**

- The Joint Strategic Capabilities Plan, or “JSCP”

The Joint Strategic Planning System (or “JSPS”) uses JOPES to begin the Deliberate Planning process to translate national security policy into Operations Plans (or “OPLANS”). During a crisis, the timeline is accelerated significantly to respond to the problem properly. This is the Crisis Action Planning process, and it results in an Operations Order (or “OPORD”) based on national security policy and guided by the JSPS. Let’s examine both planning processes, beginning with the five phases of the Deliberate Planning process.

[SLIDE]



Here, we see the 5 Phases of the Deliberate Planning process. They are, in order: Initiation, Concept Development, Plan Development, Plan Review, and finally, Supporting Plan development.

**FOLLOW UP QUESTION (FUQ): FROM YOUR READING, HOW LONG DOES THE DELIBERATE PLANNING PROCESS TAKE?**

**AR:**

- Up to two years, depending on the individual plan

As you can see from the first bullet in Phase 1, it all begins when the CINC of a Unified Command receives a planning task from the Chairman of the Joint Chiefs of Staff (CJCS). This makes sense because the CJCS develops the National Military Strategy, based on the NCA's National Security Strategy, remember?

**FUQ: WHAT IS THE NAME OF THE DOCUMENT THROUGH WHICH THE CJCS TASKS THE CINCS TO BEGIN DELIBERATE PLANNING?**

**AR:**

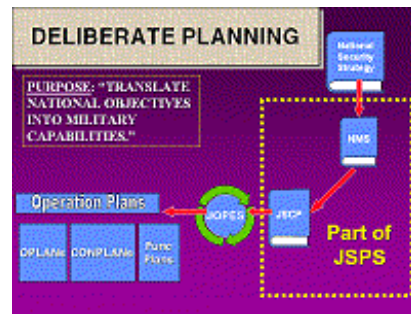
- The Joint Strategic Capabilities Plan, or "JSCP"

The tasked CINC looks at the forces available for planning (which is outlined in the JSCP) and then moves into Phase 2, Concept Development. In this phase, the CINC first has to come up with a mission statement derived from the CJCS guidance. Once this is done, the CINC can develop subordinate tasks and begin to form a strategic concept for the particular area or requirement. This leads to a Concept of Operations (or "CONOPS") for the situation, which is submitted for approval by the CJCS. This approved CONOPS is the output of the process thus far, and completes Phase 2.

As the CINC's staff moves into Phase 3, they begin to get more specific regarding the types of forces to be used and time-phasing for their deployment. With these specifics, the loggies can start computing force support requirements and any possible shortfalls which would affect the conduct of operations. After reconciling all of these factors, the staff produces a draft Operations Plan (or "OPLAN") to describe how we hope operations will proceed in this particular situation. Completing the draft OPLAN concludes Phase 3.

Which brings us to Phase 4: At this point, the CINC sends the draft OPLAN to the CJCS for review and comments. (Notice that the slide also mentions "CONPLANs." We'll discuss those in a moment.) Once any necessary changes have been made to the draft OPLAN, the CJCS approves the plan. Now the supporting CINC(s) can move into Phase 5 by writing supporting plans based on the approved OPLAN.

[SLIDE]



This is a graphical representation of the entire process we've talked about so far. It should look familiar from what you learned in Lesson A1430, Joint Planning Systems. Looking at the slide, we see that our National Security Strategy, which is based on our national objectives, is translated into a National Military Strategy by the Joint Chiefs of Staff. Then, the Chairman writes the Joint Strategic Capabilities Plan, or "JSCP." All this is part of the Joint Strategic Planning System, or "JSPS." Then, the JSCP initiates the Deliberate Planning system of JOPEs. Through JOPEs (in particular, Deliberate Planning), each CINC eventually builds the appropriate Operation Plans (OPLANs) and their supporting plans.

As you can see on the diagram, there are three basic kinds of Operation Plans: OPLANs, CONPLANs, and FuncPlans. Let's discuss each:

- **OPLANs**, or Operation Plans, are complete and detailed operation plans containing a full description of the concept of operations and a host of required annexes and appendices, listing all the necessary details. It identifies the specific forces, functional support, deployment sequence, and resources required to execute the plan, and provides timing estimates for their movement into the theater. It takes a lot of time and effort for the Joint Planning and Execution Community (the JPEC) to prepare a complete OPLAN.
- **CONPLANs**, or "Concept Plans," are operation plans in an abbreviated, "conceptual" format that would require considerable expansion or alteration to convert it into an OPLAN (or an OPORD--which we'll discuss along with Crisis Action Planning). A CONPLAN contains the CINC's Strategic Concept for the operation, plus only the annexes and appendices required by the JSCP, or deemed necessary by the CINC. That is, a CONPLAN doesn't contain all the "nitty gritty details" contained in an OPLAN.

- **FuncPlans**, or “Functional Plans,” involve the conduct of military operations in a peacetime or permissive environment. Functional Plans are traditionally developed for specific functions or discrete tasks--for example, nuclear weapon recovery or evacuation, logistics, communications, etc. But Functional Plans may also be developed to address functional peacetime operations, such as disaster relief, humanitarian assistance, peacekeeping, or counterdrug operations.

**FUQ: FUNCTIONAL PLANS SEEM PRETTY CLEAR, BUT WHY DO YOU THINK WE BOTHER TO MAKE “CONPLANS”? WHY NOT FINISH THE JOB, AND WRITE OPLANS, WHENEVER THE CJCS FEELS A PLAN IS NECESSARY?**

**AR:**

- It takes a lot of money, time, and effort to write complete OPLANs
- We have limited resources, and have to make the most of the time and expertise available to the JPEC
- It makes more sense to prepare full OPLANs to prepare for the most likely contingencies, and prepare CONPLANS for less-likely scenarios, or less important situations

**[SLIDE]**

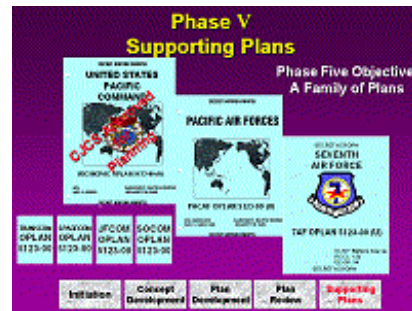
PHASE	OBJECTIVE
Initiation	Establish plan requirements
Concept Development	A CJCS-approved concept of operations
Plan Development	A complete, transportationally feasible operation plan
Plan Review	A CJCS-approved operation plan
Supporting Plans	A "family of plans"

Now that we’ve discussed the kinds of plans we create through Deliberate Planning, let’s take another look at each phase of the Deliberate Planning process, and what we hope to get from each phase. With Initiation, we want the CINCs to be sure they’ve established the plans requirements. This helps identify shortfalls: You have to know what you need before you can ask for it. Next, Concept Development will produce a CONOPS approved by the CJCS. This reassures the CINC that the work being done is consistent with the CJCS’s ideas and, ultimately, with the NCA’s objectives. By the time we finish with Plan Development, the CINC should have a complete and feasible operation plan--the draft that will be



sent to the CJCS for approval. Once the Pentagon has reviewed the plan and made any necessary changes, they approve it, closing out the Plan Review phase. After all of this, the supporting CINC(s) and their staff(s) can begin developing Supporting Plans, or “a family of plans” to support the overall OPLAN.

[SLIDE]



Here’s a look at examples of products from Phase 5, the Supporting Plans phase. In this case we see USCINCPAC OPLAN 5123-00 (top left), which the CJCS has approved for further planning. USCINCPAC is the CINC of the US Pacific Command, or PACOM. For this OPLAN, PACAF (a part of PACOM) has developed a supporting plan labeled with the same number (middle). Next, the 7<sup>th</sup> AF (a part of PACAF) spells out the details of how it will support the PACAF OPLAN. Notice on the left, several other Unified Commands also develop OPLANs to support this particular USCINCPAC OPLAN (they’re below the USCINCPAC OPLAN). In this example, we see the TRANSCOM OPLAN for the US Transportation Command, the SPACECOM OPLAN for the US Space Command, the JFCOM OPLAN for the US Joint Forces Command, and the SOCOM OPLAN for the US Special Operations Command. It’s important to note, these OPLANs never get executed as written. They must be refined during Crisis Action Planning and eventually transformed into an OPORD.

[SLIDE]



(TRANSITION): THAT'S ALL WELL AND GOOD, BUT WHAT HAPPENS IN A CRISIS--ESPECIALLY IF THINGS DON'T HAPPEN THE WAY WE THOUGHT THEY WOULD, OR IF SOMETHING UNEXPECTED OCCURS? THEN IT'S TIME FOR SOME CRISIS ACTION PLANNING!

## **LOQ: WHAT IS CRISIS ACTION PLANNING, or "CAP"?**

### **AR:**

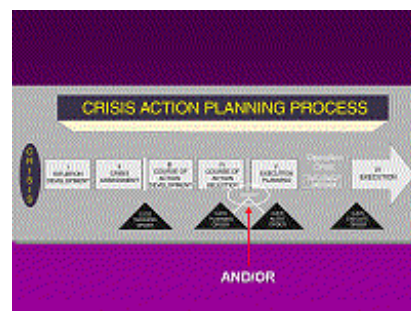
- A time-dependent planning process
- Instigated by real-world crises
- A 6-phase process designed to modify existing Operation Plans (OPLANs) or Concept Plans (CONPLANs)--and/or to build Operation Orders (OPORDs)

## **FUQ: WHEN IS IT USED?**

### **AR:**

- During time-critical contingencies
- In response to threats to US interests when the NCA is considering a military response

### **[SLIDE]**



Here's an overview of the **six-step** Crisis Action Planning process. Once a crisis arises, we watch the situation to see how it develops--after all, it may not turn into a situation requiring military action. Assessment of the crisis continues in Step 2. If the situation warrants further action, the CJCS issues a Warning Order to the affected CINC(s), which initiates development of Courses of Action (COAs). Based upon a Planning and/or Alert Order from CJCS, we will select a COA and proceed right into execution planning. Don't forget: This is a time-critical situation and we will be moving as quickly as possible to resolve the crisis. During Execution Planning (Step 5), we figure out which forces we need and what support



they require, and eventually produce a Operations Order, or “OPORD.” Again, if the situation warrants further action, an Execute Order from CJCS initiates Step 6--Execution of this OPORD.

[SLIDE]



Here are the six steps of CAP in greater detail. Notice that in this diagram, steps 1, 3, & 5 are at the CINC level--the lower level: That's where the work of operation planning will be done. Steps 2, 4, & 6 are at the CJCS & NCA level--the higher level: That's where all the big decisions will be made. Here's how the process works:

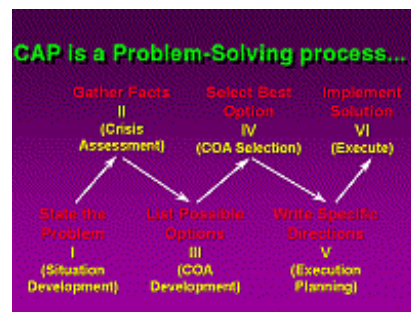
- **Step 1: Situation Development:** As you can see, the CAP process usually begins in a CINC's Area of Responsibility (AOR). When an event occurs that has potential national security implications, the CINC's job in Step 1 is to prepare and submit an assessment of the event to the NCA and the CJCS. In a real time crunch, the CINC may also send recommended Courses of Action (COAs), but usually, just an assessment is all that's required. Step 1 ends when the CINC's Situation Report is sent to the NCA and the CJCS.
- **Step 2: Crisis Assessment:** In Step 2, the NCA (in consultation with the CJCS) determines whether this crisis requires a military response. If the answer is "No," then the process ends right then and there. If the answer is "Yes," then the CJCS usually prepares a Warning Order to the affected CINCs. This order establishes command relationships and identifies the mission and any planning constraints. In particular, the Warning Order declares who will be the "supported commander"--that is, for instance which CINC will be primarily responsible for the upcoming operation--and who will be "supporting commanders"--that is, for instance, which CINCs will provide assistance to the CINC primarily responsible for the upcoming operation. If the NCA decides to continue planning, Step 2 ends when the CJCS issues a Warning Order.

- **Step 3: COA Development:** The Warning Order directs the CINC to develop Courses of Action (COAs) and suggest one. Once the supported commander (the CINC in charge) receives the Warning Order, the CINC consults with supporting commanders and develops a few possible courses of action (COAs). Based on the experience of being the Unified Commander for the AOR, the CINC also recommends one of the COAs. Step 3 ends when the CINC submits the COAs (and the recommended selection) to the NCA and CJCS.
- **Step 4: COA Selection:** The NCA (in consultation with the CJCS) reviews and evaluates the COAs submitted by the CINC. Ultimately, the NCA selects one COA and directs execution planning to begin. As soon as the NCA decides, the CJCS issues an Alert Order. The Alert Order is a formal CAP-prescribed order approved by the Secretary of Defense and transmitted to the supported CINC and other members of the Joint Planning and Execution Community (JPEC) to announce the COA selected by the NCA and to initiate execution planning. In some cases, the CJCS issues a Planning Order to initiate execution planning before the NCA formally selects a COA. (The Secretary of Defense must approve a Planning Order, too.) This option gives the CJCS additional flexibility to direct military activities and save time in the event that the NCA can't decide on a COA immediately. The Planning Order usually can't be used to direct force deployment, however. Step 4 ends when the CJCS issues either an Alert Order or a Planning Order.
- **Step 5: Execution Planning:** Based on the NCA-selected COA, as identified in the Alert Order--or based on CJCS instruction in the Planning Order--the CINC will develop an Operation Order (OPORD) to support the contingency. Hopefully, there will already be a prepared operation plan (either an OPLAN, CONPLAN, or Functional Plan) that can be pulled "off the shelf" and converted into the OPORD. If not, JPEC must begin from scratch which will take longer. That's why deliberate planning is so important. In this step, the entire JPEC hops to the task of performing all the detailed planning required for the upcoming operation. The diagram might seem to indicate that this step ends when the OPORD is prepared. Well, that isn't exactly the case: Since the situations of a crisis are continually changing, the CINC and the JPEC never really can "complete" execution planning, in a manner of speaking. According to Joint Pub 5-0 (p. III-14), this step (the execution planning step) ends only with an NCA decision to implement the OPORD.

- **Step 6: Execution:** In conjunction with the end of Step 5, Step 6 (Execution) begins when the NCA decides to execute a military option in response to the crisis. When the Secretary of Defense authorizes the CJCS to direct the supported CINC to implement the OPORD, the CJCS issues an Execute Order. The Execute Order directs the deployment and employment of forces, defines the timing for the initiation of operations, and offers any other guidance not already provided in earlier orders and instructions. Upon receipt of the Execution Order, the supported CINC conducts operations until the crisis is resolved. As you might imagine, Step 6 (the Execution step) continues until the crisis is terminated or the NCA terminates the mission. In addition, Step 6 continues until all commanded force redeployment is complete.

As you can see, the activities of the CINC and the NCA and CJCS really depend on the time available and the significance of the crisis. These planning procedures describe a logical sequence of events, beginning with the recognition of a crisis and progressing through the deployment, employment, and redeployment of US military forces.

[SLIDE]



Another way to think about CAP is that it's a problem-solving process in a time-critical situation. As you can see, the Crisis Action Planning problem-solving model is actually very similar to the problem-solving process you've been using in your flight activities here at ABC!

*{INSTRUCTOR NOTE: The ABC Problem Solving Model doesn't match exactly but the concept is consistent.}*

(TRANSITION): NOW THAT WE'VE STUDIED THE TWO PLANNING SYSTEMS, LET'S COMPARE AND CONTRAST THEM, AND DISCUSS HOW THEY INTERACT.

c. **MP II: Relationship between Deliberate Planning and Crisis Action Planning: 0:15 (0:55)**

[SLIDE]



Here are the two planning processes side-by-side: the five phases of Deliberate Planning and the six steps of CAP. Although they cover similar ground, the methods used to get there are different.

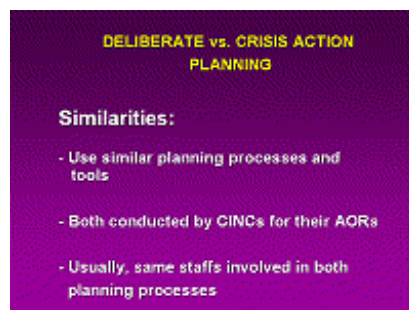
**LOQ: HOW DO DELIBERATE PLANNING AND CRISIS ACTION PLANNING INTERACT?**

**AR:**

- Deliberate Planning contributes inputs to Crisis Action Planning.
- Specifically, OPLANs, CONPLANs, or FuncPlans developed during Deliberate Planning can be taken “off the shelf” in a crisis, and form the basis for the OPORDs developed during Crisis Action Planning
- Information or methods used during Crisis Action Planning may be rolled into the next round of Deliberate Planning.

Let’s spend a few minutes talking about how both planning systems are similar, and how they differ.

[SLIDE]



As you learned in your reading, both types of planning are conducted within JOPES using similar processes and computer aids. In addition, both are conducted by CINCs, giving them control of operations in their area of responsibility. Finally, both types of planning are usually performed by the same staffs--just under different circumstances and time constraints.

[SLIDE]



There several differences between the two planning processes, as you can see here.

- Obviously, in a crisis, everything must be done as quickly as possible, until the crisis is resolved.
- Deliberate Planning focuses on what might happen. With CAP, we have to plan for what is happening.
- The JSCP orders Deliberate Planning on a recurring basis to promote readiness, whereas a CINC receives a Warning Order during a crisis.
- Due to these different contexts, the structure of the two processes are very different: Deliberate Planning follows a highly structured 5 Phase process, while Crisis Action Planning uses a 6 Step process with much greater flexibility: If the enemy attacks before we can prepare fully-developed OPODs, the CJCS can direct the CINC to act as necessary, given the standing ROE.
- Since Deliberate Planning covers hypothetical situations, we have to make many assumptions in that process. Of course, we use the best intelligence we can gather, but we still must make several assumptions. The goal for Crisis Action Planning, on the other hand, is to make as few assumptions as possible: Since we may soon be involved in combat, we task the intelligence community to gather as much current data as possible. We may still need to make a few assumptions, of course, but fewer than we do in Deliberate Planning, we hope!
- It takes at least 12 to 18 months to complete Deliberate Planning, but Crisis Action Planning happens much faster--in mere days, or even hours! One way to think of it is, the enemy can actually control how long we have to

complete Crisis Action Planning: If the enemy attacks, we have to divert our attention to fighting!

- Another significant difference is that in Deliberate Planning the forces are apportioned to the CINC, but in CAP they are allocated.
  - According to Joint Pub 5-0 (p.I-13), **Apportioned** forces and resources are those assumed to be available for deliberate planning as of a specified date. They may include those already assigned to the Unified Command in question, those expected through mobilization in the event of a crisis, and those programmed for the future. The CJCS makes the apportionment decision, which appears in the JSCP for the CINC to use in developing deliberate plans--and the apportionment may be more or less than the forces actually allocated for execution planning in the Crisis Action Planning process (see below).
  - According to Joint Pub 5-0 (p.I-13), **Allocated** forces and resources are those actually provided by the NCA for execution planning in the Crisis Action Planning process, or actual implementation of an OPLAN. The decision to allocate forces occurs in the Crisis Action Planning process. Basically, these are the forces that the CINC can count on to conduct an operation. The allocation (in a crisis) may differ from the originally-planned apportionment (for Deliberate Planning) due to several factors, including the situations occurring elsewhere in the world, NCA objectives, etc.
- Finally, the different results of the two processes are shown at the bottom: Deliberate Planning results in OPLANs, CONPLANs, and Functional Plans. Crisis Action Planning results in OPORDs.

**d. Conclusion:** 0:05 (1:00)

[SLIDE]



As we have seen this hour, we do our best in the Joint Operation Planning arena to be ready for expected or foreseeable contingencies using the Deliberate Planning

process. However, our adversaries don't always fit into our pre-designed plans, so we need the flexibility built into the six steps of the Crisis Action Planning process. Both of these planning system are conducted within JOPES, the Joint Operation Planning and Execution System, and both are necessary for CINCs to provide the NCA with the best Joint force to answer the call, should the NCA decide to use the military option in any situations that may arise.

### 1) //Summary//

You've heard about the two Joint operation planning systems, and when they are used. Deliberate Planning is conducted in anticipation of future hypothetical contingencies, whereas Crisis Action Planning is conducted in response to specific crises. Additionally, we've discussed how the two processes relate and work together to provide US forces effective plans for dealing with almost any situation.

### 2) //Remotivation//

In the A1400 Phase of instruction, we've discussed how the Joint force is organized into Unified Commands. We talked about the Joint Strategic Planning System, which is designed to provide guidance for Joint operations planning at the strategic level. The Deliberate Planning and Crisis Action Planning processes are designed to translate the planning at the strategic level into Joint operation plans at the theater/operational level. As airmen, understanding these planning processes gives you the context you need to understand the concepts we'll study as we transition to the A1600 Phase, which covers how these Joint operation plans are converted into the Joint Air Operation Plan--the JAOP.

### 3) //Closure//

Remember: The better we plan, the better we fight. You may be directly involved in these processes throughout your careers--and if not involved in planning, you will most likely be involved in executing these plans. It's important for us to plan well, so the Joint force is best prepared to face each contingency, crisis, or war that the future holds.